Observations from COIN Survey Team Kirkuk Province

October 2009

ISF Development & Partnership

- Unit assigned city of Kirkuk January 2009
- Kirkuk had been in “police primacy” for a year or more
- The police were effective
- Security agreement in effect
- Would have been easy to minimize partnership and development actions
- Instead, unit aggressively pursued partnership opportunities
- Commander focused batteries on systems & ISF units

The small number of units we have are not oriented toward land with geographic boundaries, but rather toward systems. Partnership drives their organization for combat. “We found that if we create boundaries it also creates walls.” --S3 “Instead of man on man we went zone. We must look at a total security approach.”--CDR

ISF Development & Partnership: Conclusions

1. There is work to be done virtually anywhere in Iraq—even when an area may appear "good enough."
2. Key is establishing contact with all operators and intelligence organizations in the area, then making an assessment.
3. Focusing on units and systems may be more appropriate than using geographical boundaries.
4. Connecting intelligence organizations with each other and with the IP end users is important.
5. Fusing Kurdish intelligence with GOI intelligence—in some fashion—is challenging but important.
6. Troop to task issues, though they are daunting and cannot be eliminated, can be mitigated.
7. A functioning legal system is essential, and there are things which US forces can do to promote it.

Elections and Governance

- Only province outside KRG which did not hold provincial elections in 2009
- Delay in passage of election law was directly linked to the status of Kirkuk
- CERP spending has grown enormously with the current Brigade
- Brigade assists in some PRT-led initiatives
- PRT Leader may draft an "intent" statement to pass to Brigade (similar to OPORD commander's intent)
- Brigade has assigned 2 C.P.'s as LNOs to PRT with specific LOEs
- PRT unique because UNAMI and Ambassador Hill's Special Advisor on Northern Iraq co-located
- Kurd/Arab tensions obviously a big challenge

Economic Development

- Economic development a challenge due to uncertain status
- DG of wells wants water trucks; goes through Brigade
- Concern over the status of MOAs if Kirkuk is annexed to KRG
- Similar issues to rest of Iraq in dismantling the socialist mindset
- PRT focusing on larger scale projects to reduce future O&M costs
- Need to have stronger understanding of why PC does not fund certain projects
- Members of Brigade wished to get more information on USAID initiatives in province
- Possibly need to work through legitimate GOI officials on projects

Unclassified